

WSHFC Community Engagement Response Form

To support points categories in section 4.5 of the scoring sheet

With the stated goal of financing more developments BY and FOR the community, WSHFC seeks to empower communities to design, develop, manage, and own affordable housing developments in the long term. The first steps for developers to take include entering communities without causing harm*, identifying potential community partners, and beginning a relationship with the community where developers and Community Based Organizations are accountable to each other.

We have revised this form following the 2022 round after receiving feedback from Community Based Organizations, WSHFC staff members, developers, and other stakeholders. Revisions have been made in order to:

- better integrate the intent and context for community involvement;
- more succinctly and specifically capture information needed for application evaluation; and
- decrease the administrative burden for applicants.

To that end, please note the following important changes to the process and to this form:

- CBO eligibility will be determined through interviews with WSHFC staff. Applications taking points under section 4.5 must submit the names, contact information and any need for translation services for CBO(s) involved in any aspect of the project as part of the Intent to Apply by January 4, 2023. Staff will conduct interviews between January 16, 2023 and February 17, 2023. Interview questions are in a separate document in the Application Packet titled “CBO Interview Questions.”
- There is no limit on length of narrative responses in this document; however, we urge you to be as concise as possible, focusing on the specifics of the questions and avoiding redundancies and gratuitous information. We anticipate that no more than 1 page of narrative will satisfy each section’s requirements.
- Depending on the status of community engagement at the time of application, you may be describing activities that have already taken place, community input that has already been incorporated, or planned activities for the future. All of this information is helpful and should be included.
- Any supporting legal documents such as partnership agreements or MOUs should be clearly labeled and uploaded along with this form.

The Community Engagement Toolkits posted on our website will help you find processes and recommendations for completing this form. Other organizations developed these toolkits for purposes other than housing—they are guides and resources to help you form your own community engagement plan and should not be taken as step-by-step instructions. Please note: WSHFC policy supersedes any requirement included in the toolkits provided.

Representatives of all members of the General Partnership and of each Community Based Organization or other entity representing the community must e-sign this document.

*Please see the “TERMS- Definitions and Explanations” section at the end of this document for further guidance.

SECTIONS

Applications taking ANY points under section 4.5 must respond to sections 1 and 2

Section 1. Internal Preparation (Developer/Sponsor Organization)

Section 2. Identifying, Approaching, and Establishing Relationships with Community

Applications taking points under section 4.5.2 “CBO Inclusion” must respond to section 3:

Section 3. Partnering With a Community Based Organization

Applications taking points under section 4.5.3 “Meaningful Community Engagement” must respond to sections 4 and 5:

Section 4. Community Engagement Process

Section 5. Implementing Community Input

Section 1. Internal Preparation (Developer/Sponsor Organization)

Developer/Sponsor Organizations must ensure that they are prepared to engage with community to minimize the potential for unintentional harm they can cause. More information on internal preparation can be found in the recommended toolkits.*

- a. Describe the process your organization went through to clarify how your development staff think about the community you are approaching, and how this exercise affected the current community engagement efforts. Include:
 - Implicit Biases*
 - Explicit Biases (diversity among staff, leadership)
 - Stereotypes
 - Past experiences, good and bad

Enter Response to Section 1 here:

Mercy Housing recognizes that centering equity in our work requires an ongoing, intentional, and critical-minded evaluation of our development and programming work and blind spots related to implicit and explicit bias, stereotypes and past experiences. This commitment runs from the top of the Mercy organization, with diverse leadership and Board of Directors, to site staff that share cultural background and first languages with residents.

In each of the past 4 years, every MHNW department, including real estate development, create a Racial Equity and Diversity Work Plan that identifies goals to improve our projects and processes. This is a forum for our team to discuss personal bias and bias in our work, and to track progress towards actively changing behaviors and outcomes. This process is combined with more formal trainings and caucusing to help elicit implicit bias and create an organizational culture focused on equity. These work plans identify specific actions, responsible team members, and timelines, as well as noting resources needed to make progress. They are informed directly by how they will impact residents and resident outcomes.

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We meet four times a year to check in on progress, re-adjust as necessary, and report out on action items. Examples of action items have included design charettes with current residents to inform future project design; building and tracking WMBE firms for consultant contracts; implementing lease up data tracking to better understand how our projects impact displacement; and creating internship opportunities for people of color.

This process began with the acknowledgment that development staff do not share lived experience with much of the target population. We are intentional in our plans for resident engagement, input from resident services and property management staff who work closely with residents, and community partnerships to ensure the project will meet the needs of the communities most impacted.

Section 2. Identifying, Approaching, and Establishing Relationships with Community

Developer/Sponsor Organizations must identify and engage with one or more Communities Most Impacted (CMI) by housing disparities, to understand and respond to their specific concerns, issues, and requirements. Please refer to section 4.5 “Projects that are by and for the community” on page xxx of the policy document to complete the following section.

- a. Describe the identity- and/or geography-based Community(ies) Most Impacted* (CMI) that you are engaging with on this project and why it was chosen, including:
 - The process, research, and sources used to arrive at the decision to focus on this CMI;
 - Specific barriers the CMI faces in meeting basic needs, accessing services and opportunities
 - Institutions and other community organizations that exist within or in support of this CMI
- b. Describe the history of and planned ongoing relationship with the CMI(s) and representative CBO(s) for the life of the project, including:
 - The process of selecting and forming a relationship with the CBO(s)
 - Roles and responsibilities of each organization (developer/sponsor and any CBOs) **as they relate to the CMI(s)** during all phases of the project. This may include communication and engagement, lease up, relocation, property management, space programming, resident services, long term ownership, etc.
 - Methods of accountability for each organization to the CMI for maintaining relationships, meeting obligations, and fulfilling promises made.

Enter Response to Section 2 here:

CMI and CBO Identification

MHNW is partnering with The Arc of King County, a non-profit, community-based organization organized 84 years ago. The Arc of King County supports people with intellectual and developmental disabilities (IDD) through their entire lifespan; from prenatal diagnosis, into adulthood, and through end of life care. Person with IDD have been historically marginalized in housing, education, employment, politics and social engagement and qualify as a CMI.

Most of MHNW's recent developments include a set aside of units for people with disabilities. Property management and resident services staff have built up experience serving people with disabilities,

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including eliminating barriers to housing and program participation. More specifically, MHNW and The Arc have collaborated to provide permanent affordable housing to Arc clients in several MHNW properties. Additionally, The Arc provides services to these individuals living in MHNW communities. Lastly, The Arc has joined MHNW at a number of community resource fairs hosted by MHNW at MHNW communities.

Through this experience, MHNW identified both a community need and service partner (The Arc) to expand on the work to serve people with intellectual and developmental disabilities. Centered in the Angle Lake Family Housing goals is a major expansion in the holistic nature that MHNW services this community.

The Arc of King County is uniquely positioned in that it provides both direct-service and systems level advocacy. The parents, families and individuals with I/DD served provide The Arc with insight into the ever-changing needs and challenges facing the disability community. The Arc uses this information to continually shape direct-service programs as well as advocacy efforts and collaboration with systems. The Arc's services are thoughtfully intertwined to ensure families receive holistic support and are continuously informed by the people served.

Arc of King County/ Description of Activities Related to CMI -

Available to the 34,000+ individuals with developmental disability in King County, our programs include, but are not limited to, the following:

Parent to Parent: The Arc of King County's Parent to Parent program provides social emotional support and education to parents and caregivers of children and adults with IDD through support groups, workshops, peer mentor "matching", and family events. All Parent to Parent activities are provided in English, Spanish, and for African American families. We have volunteer mentors who speak additional languages.

Supported Living: A contracted program funded by the State of Washington, providing residential support at varying levels of intensity and advocacy for adults with I/DD aged 18 or older

Information & Referral: Federal, state, and county systems, including educational systems, for people with I/DD are difficult to navigate, especially when English is not your first language. The Information and Referral (I&R) program offers information about community and government resources, while also providing follow-up and advocacy when necessary. I&R additionally provides referrals to other organizations and services and will collaborate with other systems to ensure that individuals and families get the supports that they need. The Arc maintains an extensive list of documents on I/DD resources as well as curates an online public resource guide. The Arc regularly provides educational workshops on I/DD resources and services in all parts of the county. All I&R services and workshops are offered in both English and Spanish, as well as services tailored for African American families. We provide interpreters and/or partner with community organizations for other languages.

Housing Stability and Homelessness Prevention: Housing is the most common reason individuals and

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families call The Arc. The Housing Stability and Homelessness Prevention program provides tailored support to individuals and families with I/DD who are experiencing homelessness or are at risk of homelessness, in order to access and stabilize in housing. This support is ongoing and, often-times, takes several months or years to achieve stability. All program participants have very low incomes and many are black, indigenous, or people of color.

Healthy Relationships Program: The Arc delivers 10-week skill-development workshops to youth with I/DD to promote the ability to establish and maintain healthy interpersonal relationships and recognize and respond to abuse. This program also includes workshops for parents and service providers to promote body autonomy, self-advocacy and violence prevention in youth with I/DD.

Disability is Diversity Trainings: The Arc facilitates a professional development training to community organizations and companies so that they can better include people with I/DD within their service delivery. This training is available in both English and Spanish. The training focuses on social justice, and incorporates topics of internal bias, intersectionality of race, gender, etc. and provides concrete suggestions to incorporate the “social model” of disability and implement universal design.

Civic Engagement and Leadership Development: Including the King County Parent & Family Coalition and the Community Change Champions Program, The Arc supports grass-roots advocacy and activism to promote local, state and federal policy that supports the health and wellbeing of people with disabilities.

Representative Payee: A financial management program for adults with I/DD receiving social security benefits.

Process of Engaging with CMI/Accountability/Communication:

Most of MHNW’s recent developments include a set aside of units for people with disabilities. Property management and resident services staff have built up experience serving people with disabilities, including eliminating barriers to housing and program participation. Through this experience, MHNW identified both a community need and service partner (The Arc) to expand on the work to serve people with intellectual and developmental disabilities. Centered in the Angle Lake Family Housing goals is a major expansion in the holistic nature that MHNW services this community.

For Angle Lake, this process includes several steps designed to better understand opportunities to serve this particular community and overcome internal barriers, including:

November 2021 – meeting between MHNW senior management and development staff and The Arc Senior management and board, which includes members living with or families with a member living with IDD, to share backgrounds, experience, goals, and concerns associated with partnering with MHNW on the development of Mercy Angle Lake.

December 2021 – MHNW real estate development staff created retreat to examine challenges (and opportunities) associated with developing complex real estate developments with less experienced community-based partners. Deep examination of top down versus side-by-side

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partnership development model to understand greater possibilities born out of well thought out community based model and the implicit and explicit biases limiting our vision as to potential mutual benefits to both partners.

December 2021 and May 2022. The MHNW staff, architect and contractor tour The Arc office and hold a design retreat to provide MHNW staff with a deeper understanding of the needs of The Arc and its community constituents. Face to face interaction designed with the deliberate objective of addressing stereotypes regarding The Arc and members of the IDD community as a community-based organizations. A renowned accessibility consultant (Karen Braitmayer at Studio Pacifica) also assisted in this work.

May 2022 – tour of Othello Plaza and accessible design retreat to identify opportunities to address needs specific to the IDD community and improve functional accessibility overall in the units and throughout the building.

Q2 2022 – Issuance of Accessibility Elements and Arc Prioritization

Q3 2022 – The Arc community prioritizes accessibility elements for MHNW to use in design and budgeting

Q1 2023 – Runberg and Walsh include accessibility elements in project design and cost estimating

Weekly Meetings – The Arc and MHNW meet weekly to share information and plan to advance the development. This recurring process has yielded substantial beneficial information and insight into the Arc’s deep capacity as a proficient, highly professional organization and the IDD community’s nuanced understanding of community organizing and emerging understanding of the overall development process.

To ensure that mutual goals are met and each organization is accountable to the community, MHNW and The Arc have formalized an MOU which outlines the communication, accountability, scope of services and connection to residents with IDD and The Arc with the goal of providing individuals and families with a person with IDD with stable, permanent long term housing with supportive services. Under the terms of the MOU, The Arc and by extension the IDD community and MHNW will meet at least twice a year to evaluate and adjust the connections with residents to ensure their long-term housing success.

Roles/MHNW & The Arc

MHNW roles will include:

- Property development
- Property leaseup
- Property management
- Referral collaboration & management/engagement with IDD community

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- Resident services for all residents

The Arc's roles will include:

- Input/guidance/prioritization of IDD building and unit design elements
- co-developer of Angle Lake commercial condo,
- owner of commercial condo
- referral collaboration
- service provider to 26 persons with IDD living at Mercy Angle lake

Partnering With a Community Based Organization

- c. If you are taking points for **section 4.5.2 (CBO Inclusion)**, please describe the following:
 - Financial Benefits the CBO will receive as a result of this partnership.
 - Service being provided by the CBO that is valuable to community as determined by the community.
 - Non-financial benefits the CBO will receive as a result of this partnership.
- d. Please attach any agreements regarding the above.

Enter Response to Section 3 here:

Financial and Non-Financial Benefits to CBO

MHNW is providing development, design, construction management services to The Arc of King County in connection with the development of their acquisition of a built to suite, new 11,000 sf headquarters to be located on the ground floor of Mercy Angle Lake. The Arc of King County and MHNW have been collaborating on the design for over 18 months. The Arc will own its headquarters which provide the organization with financial certainty and control over their location costs over the lifespan of the building and their ownership.

MHNW is also providing The Arc of King County the opportunity to custom design both units and building elements to best suit the needs of the IDD community and their clients who will call Angle Lake home. This includes a total of twenty six units including nineteen ADA accessible units in addition to the seven code-required ADA units (see MALF Accessibility Matrix included in Scoring section), along with an accessible playground, retrooled laundry rooms, and public bathrooms and building elements such as lighting, and electronic access throughout at a cost in excess of \$250,000. This experience will serve as the foundation for The Arc to emerge as a leader/change maker in providing permanent affordable housing for its clients in integrated, TOD communities (note that the Arc cannot directly own housing where it is a service provider).

The Arc's new location and relationship to the Angle Family Housing units designed and reserved for persons with IDD will also provide The Arc with a powerful for expanding their mission, scope of services and fundraising capacity to benefit the IDD community.

Additionally, MHNW has engaged The Arc of King County under a contract for community engagement that includes a defined scope of work to connect the Mercy Angle Lake Family Housing development

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design process directly to the CMI priorities focused on housing accessibility and ongoing operations. The Arc will be compensated \$15,000 over the course of the community engagement process.

Lastly, MHNW commits to providing The Arc of King County with its \$20,000 non-profit donation at the completion of construction/property placed in service.

Services/ The Arc of King County to CMI

The Arc of King County will provide residents with IDD and their families living at Mercy Angle Lake with a collection of services, including:

Supported Living: A contracted program funded by the State of Washington, providing residential support at varying levels of intensity and advocacy for adults with I/DD aged 18 or older

Information & Referral: Federal, state, and county systems, including educational systems, for people with I/DD are difficult to navigate, especially when English is not your first language. The Information and Referral (I&R) program offers information about community and government resources, while also providing follow-up and advocacy when necessary. I&R additionally provides referrals to other organizations and services and will collaborate with other systems to ensure that individuals and families get the supports that they need. The Arc maintains an extensive list of documents on I/DD resources as well as curates an online public resource guide. The Arc regularly provides educational workshops on I/DD resources and services in all parts of the county. All I&R services and workshops are offered in both English and Spanish, as well as services tailored for African American families. We provide interpreters and/or partner with community organizations for other languages.

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Civic Engagement and Leadership Development: Including the King County Parent & Family Coalition and the Community Change Champions Program, The Arc supports grass-roots advocacy and activism to

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promote local, state and federal policy that supports the health and wellbeing of people with disabilities.

Representative Payee: A financial management program for adults with I/DD receiving social security benefits.

Section 3. **Community Engagement Process**

*WSHFC **strongly recommends** that, if you are not a CBO, that you partner with a Community Based Organization (CBO) to lead the community engagement process.*

Refer to the following descriptive rubric. Your engagement plan should include at least some activities in the Involve, Collaborate, and/or Empower stages (details on these stages are found in the Community Engagement Toolkits)

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PROMISE	We will keep you informed about this project.	We will listen to you and incorporate your feedback into our project.	We will ensure your concerns and needs are reflected in our project.	We will work with you in planning all aspects of this project.	We will implement the project designed by you.
PURPOSE	One-way Communication One interaction	Primarily one-way communication One or more interactions Short-to-medium term	Two-way communication Multiple Interactions Medium-to-long term	Two-way communication Multiple Interactions Medium-to-long term	Two-way communication Multiple Interactions Medium-to-long term
METHODS	Town halls Community Meetings Media Social Media Materials Web	Focus Groups Interviews Surveys Stakeholder Groups	Advisory Groups Steering Committees Community Conversations	Collective Impact Coalition Building Partnership Building	Community Immersion Community Mobilization

- a. If you are taking any points for **section 4.5.3 (Meaningful Community Engagement)**, whether in partnership with a CBO, contracting with a consultant, or using in-house staff, please describe the Engagement Plan. Include:

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- **Goals** (quantitative and qualitative) for the engagement process
 - Community's goals for the engagement process
 - Your goals for the engagement process
 - Shared goals for the engagement process
 - **Project decisions** that will be made in collaboration with the community. Decisions should be feasible within the project timeline and considered with full budget transparency.
 - How will you arrive at the list of decision points?
 - How will you engage the community in a way that ensures they are informed and empowered for decisions in which they have input (for example, choosing one priority over another, working within a budget)?
 - Methods
 - Timeline
 - Barriers to engagement, both logistic and other, and how they can be overcome (including experiences the CMI may have had in the past that can contribute to lack of trust in the process)
 - Accessibility*
 - Communication to community about how their involvement is used
 - Simple budget, including compensation* for the CBO or consultant as well as for individual community members and other stakeholders
- b. If you are not a CBO and do not plan to work with a CBO to conduct your Community Engagement process, please provide a personal statement from the consultant or staff member who will be leading the process. It should include:
- previous community engagement work
 - lived experience in a community reflective of the community to be engaged
 - demonstrated commitment to antiracism*

Goals for Engagement Process

The Arc of King County has three goals for the community engagement process, including:

- Provide critical input from the IDD community in the design and operations of the Mercy Angle Lake Family Housing
- Secure 26 units at Mercy Angle Lake Family Housing for stable permanent affordable housing for persons with and families with a member with IDD
- Secure ownership of a new HQ office on the ground level of Mercy Angle Lake Family Housing to ensure The Arc's long term financial and operational stability in order to represent the interests of and provide services to the IDD community in Southeast Seattle and King County.

MHNW has three goals for the community engagement process:

- Secure engagement and input of the IDD community through The Arc CE team into the design of Mercy Angle Lake Family Housing to best serve the needs of the twenty six persons or households with a member with IDD
- Successfully construct of Mercy Angle Lake Family Housing with 26 units set aside for persons with IDD

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UPDATED FOR 2023 ROUND

- Improve MHNW's overall building and accessibility design for implementing in future developments

Our shared goals for the engagement process

- Engagement and empowerment of the IDD community in the design and operation of Mercy Angle Lake Family Housing
- Successful construction and operation of Mercy Angle Lake Family Housing and creation of 26 units set aside for persons with IDD to enhance their housing stability, and economic, political, and social inclusion
- Increased housing stability and quality for person with IDD
- Create a new model for creation of permanent affordable housing for persons with IDD in integrated, TOD communities.
- Create a new permanent home for The Arc of King County positioning the organization for financial and operations success into the future to serve the IDD community.

Plan for Collaborative Decision Making

Throughout the design phase, MHNW and The Arc CE team have worked through the joint, collaborative plan below focused on accessibility and overall building design that will ensure the building and units are welcoming and designed and detailed to optimize the housing success of persons with and households with a member with IDD.

The Arc and MHNW will meet over the course of the community engagement process to execute the following decision-making plan:

- Q2 2022 Establish the universe of design elements critical to and affecting the CMI populations.
- Q2 2022 - Focus on intersection between these elements and project design
- Q2 2022 Establish a list of priority concerns and opportunities.
- Q3 2022 Establish a budget for the list of priority concerns and opportunities.
- Q3 2022 Evaluate the list of priorities/opportunities in light of project budget and timeline.
- Q3 2022 Establish a base list of elements and ad alts to be included in Accessibility Matrix and project budget.
- Q1 2023 Issue Accessibility Matrix
- 2023 Review construction budget periodically to evaluate opportunities to include ad alternative items in construction scope
- Q3 2023 Establish best practices for welcoming residents with IDD
- Ongoing Review regularly at least twice a year the

To arrive at decision points in the plan, MHNW and The Arc will review the project priorities and budget as three points during the predevelopment process and quarterly during the construction process to review and make decisions on the scope of priorities to be included in the construction scope and possible ad alternate list.

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To ensure that this community represented by The Arc is empowered and informed, MHNW and The Arc of King County will sign a Joint Development Agreement in which the Arc will have the right to review the drawings at regular intervals during the design process. Additionally, under the scope of the community engagement contract, The Arc CE will meet with MHNW and its design team to identify and prioritize additional design options that serve the IDD community. During operations, MHNW and The Arc will collaborate under the terms of the referral agreement, MOU and condominium association that will govern the real estate joint ownership.

Preliminary Budget

Element	Budget/Financial Non Financial Benefits	Notes
Community Engagement	\$20,000	Mercy payment to The Arc for stakeholder/community engagement process
Accessibility Matrix Development	\$15,000	Mercy payment to Runberg related to Accessibility Matrix development
Accessibility Matrix Implementation in Design/Construction	\$250,000	Mercy Housing budget includes \$250,000 additional cost associated with increased accessibility
Arc IDD housing leadership foundation	TBD	Benefit to The Arc as leader in design and development of integrated permanent affordable IDD housing
Arc New Headquarters/Mission Expansion	TBD	Benefit to the Arc of controlling their future location costs and using new space as platform for mission expansion

Section 4. Implementing Community Input

- a. Describe your plan for incorporating the decisions reached in collaboration with the community into the project. Depending on where you are in the engagement process at the time of application, you may be describing actual decisions that resulted from community input, or a plan for how you will implement decisions when they are made.
 - How much is budgeted for elements prioritized by the community?
 - How will you be held accountable for implementing the decisions?
- b. If a service provider has been or will be contracted to operate within the development, please describe the entity (or type of entity, if none has yet been named) and its connection to the CMI you have identified.
 - Why was this service selected as one that the CMI values?

Enter Response to Section 5 here:

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Incorporating Collaborative Decisions

The collaborate design decisions associated with the 26 units reserved for persons with IDD, the larger building design and specifically The Arc space have been incorporated into the building permit submittal plans sent to the City of SeaTac in March 2023. These plans are based on the Schematics and Design Development drawings developed with input from The Arc of King County over the last 18 months.

Inclusion of these elements will be incorporated into the Joint Development Agreement to be signed prior to closing by The Arc and MHNW. This document will specifically reference the inclusion of the Accessibility Matrix elements in the unit and building design.

Additionally, the Building Permit submittal drawings have been provided to The Arc of King County for their review and approval.

Based on Walsh Construction's cost estimate, the additional design elements associated with the increased accessibility outlined in the Accessibility Matrix are budgeted to cost \$250,000.

TERMS- Definitions and Explanations

Harm: When entering a community for the first time, good intentions are not enough to prevent an organization from doing harm against residents. Ill-informed or insincere engagement can cause far more harm than declining to enter a community in the first place. In order to practice engagement in a way that reduces the chance of harm, heed the following principles:

- Enter with humility: ask for permission to enter and engage, and understand that the engagement process is for you to understand what the needs of the community are, not the other way around.
- Educate yourself on the history of culture and the history of harm in the community you are entering
- Be prepared to listen, and to earn and keep trust
- Be honest about intentions and goals at every step of the way
- Work with a trusted partner who is rooted in the community of interest to help develop relationships in the community

Accessibility is a key factor to consider when designing a community engagement process that fits the needs and culture of the community you are developing in. Accessible outreach methods will accommodate the unique needs of the community you are developing and will support and increase participation in the feedback process. This can include providing outreach materials in non-English languages present in the community, providing on-site childcare services during community engagement events, providing on-site interpreters during community events, holding meetings in ADA compliant locations, providing food and beverages, providing transportation or transportation vouchers to attend events, providing remote options so that people can participate from home, providing anonymous feedback options for community members, and compensating community members for their participation in the process.

Community(ies) Most Impacted: Geographic- and/or identity-based groups who face racial discrimination and economic or historic barriers to participation in the development and displacement process.

There are three steps organizations can use to identify CMI(s). First, set physical boundaries and identify the geographic space. Second, identify the different communities that exist in that space at present or who have existed there historically, and educate yourself on their history. What cultural ties do they have? What barriers do they face when attempting to fulfill their basic needs? For communities who have been displaced and no longer occupy the same geographic space, what factors contributed to their displacement? Finally, ask which communities have the most "ownership" (who has historically lived in this geographic space) but lack the most "leverage" to respond to issues of interest (who has been or will be displaced because they lack

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resources to become homeowners? Who has historically lacked negotiating power when responding to development?). These steps should be conducted with a CBO partner who represents the community of interest.

Lived Experience Lived experience is personal knowledge about the world gained by identifying as a member of the affected group, either currently or at some point in the past.

A community representative with lived experience should be from the geographic and/or cultural community your development is in, and/or share characteristics such as racial identity, gender identity, class, ability, or sexual orientation. They have ties to the community that you are preparing to enter, and they can serve as a liaison who fairly represents the needs of the community, particularly if that community has been historically marginalized.

Proximity How connected organizational decision makers are to the on-the-ground experience of the community. The community should have the final say in defining proximity on a case-by-case basis for developers who are not partnering with a CBO.

Implicit bias Implicit Bias, also known as hidden bias, refers to the numerous ways in which we organize patterns thus creating real-world implications. Exposure to structural and cultural racism has enabled stereotypes and biases to penetrate deep into our psyches. Implicit bias is one part of the system of inequity that serves to justify racist policies, practices and behaviors that persist in mainstream culture and narratives¹. Your team can take an implicit bias test here: [Take a Test \(harvard.edu\)](https://implicit.harvard.edu/implicit/test)

Antiracism Antiracism works against racist institutions, systems and actions to promote racial equity. Antiracism states that true race neutral policies do not exist; racism is systemic and institutional, therefore, policies can only sustain or dismantle the racist status quo. They cannot act outside of it.

Dr. Ibram X. Kendi defines antiracist as “One who is supporting an antiracist policy through their actions or expressing an antiracist idea....an antiracist policy is any policy that produces or sustains racial equity between racial groups.”

It is not enough to be simply “not racist” to achieve racial justice and equity; organizations and individuals must be “antiracist.”

For more information on this topic, consider reading Dr. Kendi’s book, How to be an Antiracist

Disparities Housing disparities are a form of economic inequality where the quantity and quality of available housing is insufficient to meet the needs of an entire population. This results in insufficient housing options for low- and extremely low-income populations, disproportionately borne by people of color and other underserved groups, who face additional barriers to accessing basic needs and services.

This economic inequality is compounded by inequitable access to opportunities for developing generational wealth which includes historic discriminatory housing practices such as redlining and racial covenants. These practices were used by private and public institutions to prevent

*Please see the “TERMS- Definitions and Explanations” section at the end of this document for further guidance.

BIPOC communities specifically from acquiring financial assets. The stolen labor and subsequent wealth accumulated in previous generations by BIPOC communities continues to benefit white institutions, which perpetuate racial inequities today.

Flexibility The engagement plan that your organization develops with a CBO partner may need to be adjusted to accommodate the feedback and needs of community members. The process of being responsive and accountable to community feedback is more important than adhering to a predetermined outreach schedule. By prioritizing the needs of the community and adjusting your approach based on their feedback, your engagement process can support the creation of a sustainable relationship built on trust and accountability.

Fair Compensation You need to compensate your community partner fairly for the insight they have earned through their professional lives and lived experience. Fair compensation, and negotiation with integrity demonstrates respect. This includes clarifying if your initial consultation with them is paid. Fair compensation also includes providing cash and/or other resources to community members who give their time and energy to provide input during the community engagement process.

ⁱ From “Racial Equity Tools” [About | Racial Equity Tools](#)